STATE OF WISCONSIN
WORKFORCE PLANNING
Recruiting and Retaining a
Skilled Workforce

Agenda

- **Introductions**
- **Overview**
- **Phase I**
- **Phase II**
- **Phase III**
- **Resources Available**
- **Discussion and Sharing**

WORKFORCE PLANNING OVERVIEW

What Is Workforce Planning?

- A process of analyzing the *current* workforce, identifying *future* workforce needs, and developing *solutions* to address gaps between the present workforce and future needs.

- The FY2007-2009 workforce plans will focus on:
  - Classes or work units with *high retirement vulnerability (HRV)*
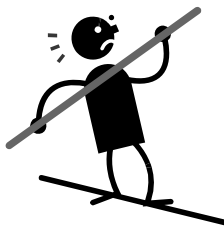 - Classes with *critical hiring needs (CHN)*

What's The Risk?

Some Overall Wisconsin Demographics:

- 1.4 workers per household vs. 1.1 national average
- 33rd nationally in post-secondary education
- 28th in population growth
- 31% of population is Baby Boomers
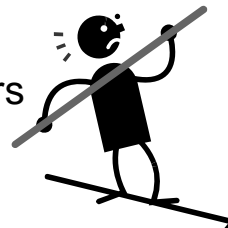
What's The Risk?

(cont.):

- 2008 – 70M Boomers eligible to retire; in 2011 they qualify for Medicare
- Females in the workforce
- Immigration policies
- "Stay at home" parents

Future Workforce Demands Throughout Wisconsin

- **Job growth**
- **Globalization of markets**
- **Technology connecting us**
- **Increased demand for services**
- **Knowledge based economy impacts**
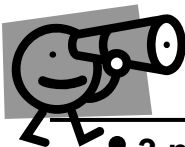
Job Outlook across Wisconsin

- **3 million jobs currently**
- **Adding 42,000 jobs per year and increasing**
- **40,000 residents per year turning 60 years old and increasing**
- **80,000 workers per year will be needed to meet growing need**

    So now it is more critical than ever to invest in recruiting, retaining and developing our employees.

Future Workforce Considerations

- **A minimum of 2 years post-high school education (not required but *needed*).**
- **India and China are putting together protocols to build a skilled workforce.**
- **Employees will need to develop and identify their portable skills in order to keep up.**
- **Minorities are an increasing percentage of the population**

  - Steve Gunderson, "The Quiet Crisis"

How Will Workforce Planning Help?

- Ensures recruitment efforts are focused on critical hiring needs

- Improves retention of critical skills

- Identifies training priorities

- Facilitates transfer of knowledge and skills from retiring employees
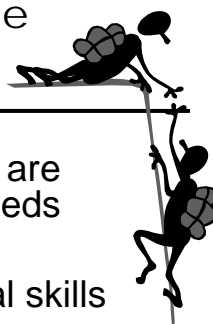
How Will Workforce Planning Help?

- Can help maintain or improve workforce diversity

- Ensures that critical employee skills are available in the workforce

- Helps agency function effectively & efficiently

Roles and Responsibilities

- Secretaries/Deputies/Commissioners

- Managers/Supervisors with CHN, HRV classes or work units, as needed

- Human Resources staff

- Equal Opportunity/Affirmative Action staff

- Employees in CHN or HRV classes, as needed.

Who Will Do Workforce Planning?

State agencies with 20 or more employees should engage in biennial workforce planning.
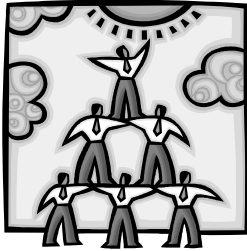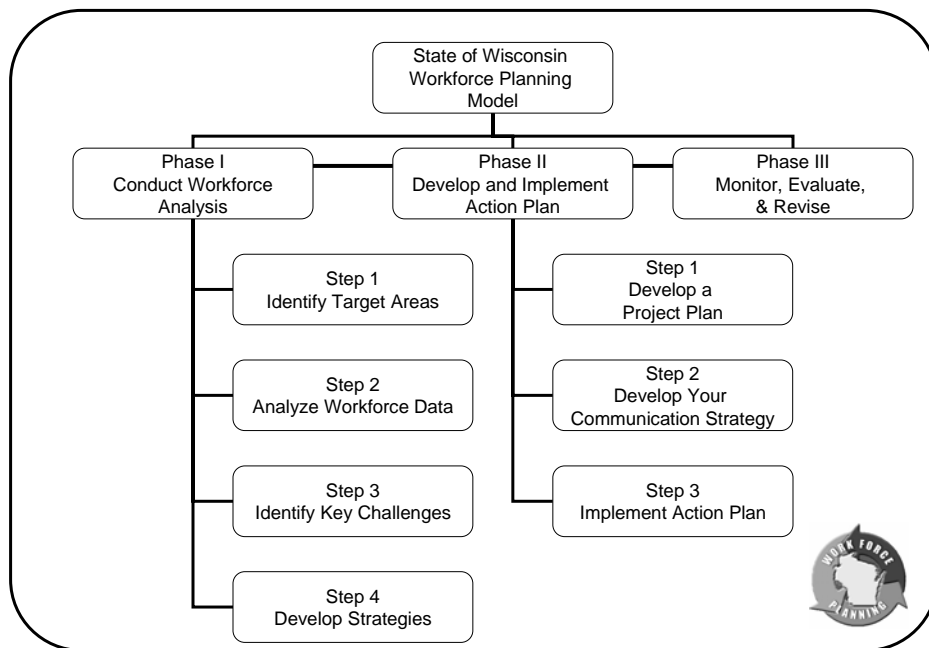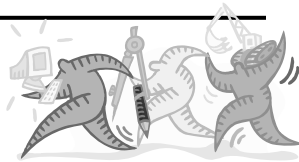
When Are Workforce Plans Due?

Workforce plans are to be submitted to the Office of State Employment Relations by April 15, 2006.

Workforce Planning Development

- Building a model

- FY 2007-2009 focus

- Future workforce planning focus

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                    State of Wisconsin
                    Workforce Planning
                         Model

   Phase I              Phase II              Phase III
Conduct Workforce   Develop and Implement   Monitor, Evaluate,
   Analysis             Action Plan             & Revise

        Step 1                    Step 1
   Identify Target Areas      Develop a
                              Project Plan

        Step 2                    Step 2
   Analyze Workforce Data    Develop Your
                          Communication Strategy

        Step 3                    Step 3
   Identify Key Challenges  Implement Action Plan

        Step 4
   Develop Strategies
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**Phase I
Conduct Workforce
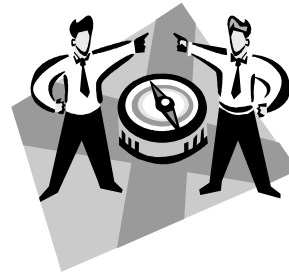Analysis**

Step 1: Identify Target Areas

- Critical Hiring Needs (CHN)
  - Hard to fill
  - Hard to find or retain
  - Fill critical core operation
  - High anticipated retirement
  - Location issues
  - Chronically/Traditionally Underutilized
- High Retirement Vulnerable
- Page 10 of Guide

Step 2: Analyze Workforce Data

What is the purpose of analyzing our workforce?

- ***Where we are now?***

- ***Where we are going?***

Step 2: Analyze Workforce Data For Trends

- Workforce trend analysis

- Identify relevant trends in workforce
  - Note where trend data is not being tracked

- Setting priorities for strategy development

- Page 11 of guide

Step 3: Identify Key Challenges

- **Identify issues you will address**
- **Set priorities for developing strategies**
- **Look for opportunities in recruiting, retaining, and developing employees**
- **Engage employees in brainstorming and problem solving**
- **Page 11 in guide**

Workforce Analysis, Steps 1,2,3: In Summary

Workforce Data and Trend Analysis

- What is our current workforce profile?
- What are the impacts of trends on our workforce?

Key Challenges Analysis

- Identification
- Review: What is working/What is not?

Workforce Analysis, Steps 1,2,3: Reporting

- *Using the OSER Data Report*
  - Conducting analysis
  - Use as a template report
- *Report 1: Pg. 22*
  - Key Challenge Analysis – Agency Summary Template
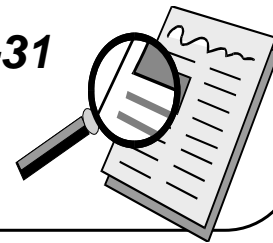- *Sample Reports Pgs. 28-29*

Step 4: Develop Strategies

- Identify possible strategies to address needs
- Determine which strategies should be used
- Discuss previous successes/misses
- Pages 12-14 in guide
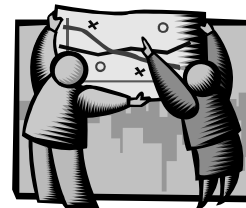
Step 4: Develop Strategies - Reporting

- *Report 2:*
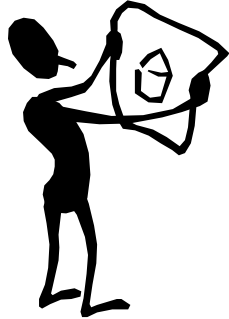 - Strategy Development – Agency Summary Template

- *Sample Report Pgs. 30-31*

Phase II
Develop & Implement
Action Plan

Develop and Implement an Action Plan

Action Planning

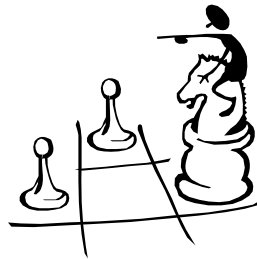- Identifying the value

- Ensuring the outcomes

Steps in Developing an Action Plan

Step 1: Goals

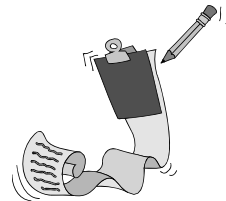*Step 2: Communication*

Step 3: Implementation

Step 1: Develop an Action Plan & Set Specific Goals

The Action Plan should identify:

- Who will be involved
- What the action items are & who is the owner
- What resources will be needed
- What is the timetable
- What are the measurable goals/milestones
- How will data be collected
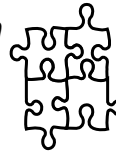
Step 2: Develop your Communication Strategy

Best Practices Exercise

Step 2: Develop your Communication Strategy

Elements of an Effective Communication Strategy Should Identify:

Pg 18 of Guide

- Key stakeholders
- Plan for general communication about workforce planning
- Plan for communicating details of workforce plan to target groups
- Plan for involving stakeholders (e.g. labor-management)
- Plan for monitoring additional communications needs

Step 3: Implement Your Action Plan

- Allocate necessary resources
- Clarify roles & responsibilities
- Confirm established timelines, reporting mechanisms and performance measures
- Ensure plan is aligned with enterprise solutions

Phase II – Reporting

- *Report 3*
  - Develop & Implement Action Plan

- *Sample Report Pg. 32*

Phase III
Monitor, Evaluate & Revise

Monitoring and Evaluating the Action Plan

- Benefits of Evaluating

- Evaluative Questions

- Methods of Evaluating

Phase III - Reporting
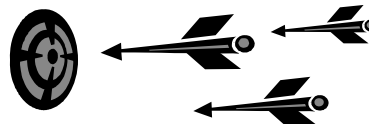
- *Report 4: Pg. 33*
  - Monitor, Evaluate & Revise – For Agency Use

  - For agency use – not to be submitted

Executive Summary

- Overview of workforce planning outcomes
- Identifies key issues and vulnerabilities
- Includes plans to address challenges
- Utilize Report 5: Executive Summary
  - **Pg. 26 of Guide**

Thank You!

Workforce Planning Questions?

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